

**“Building Institutions  
for Good Governance”**  
Local Government Support  
and Partnership Program

**Quarterly Report**  
**July 1 - September 30, 2002**

Prepared for:  
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**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

*USAID Quarterly Report – 3rd Quarter 2002*

*July 1 – September 30, 2002*

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## **I. INTRODUCTION**

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

During this quarter, substantial progress has been made in both the Resource Cities and Association Development components of the BIGG/LGSPP program. Numerous breakthroughs in management and governance practices have occurred in the Resource Cities Program, particularly in the areas of conflict resolution and mediation, permitting processes, strategic planning, and interregional cooperation. In the area of Association Development, breakthroughs were made in the areas of communication, Best Practices development, and financial management.

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

## **II. MAJOR ACCOMPLISHMENTS THIS QUARTER**

### **A. Project Administration**

#### **A.1 Project Workplan**

BIGG/LGSPP continued to implement the 6-month workplan developed for activities occurring from July 1 through December 31, 2002, as approved by USAID/DLG.

#### **A.2 Management**

None

## B. Program Activities and Management – Progress and Highlights

### B.1 Resource Cities – Indonesia

Indonesian Local Government	U.S. Partner	1 <sup>st</sup> Exchange	2 <sup>nd</sup> Exchange	3 <sup>rd</sup> Exchange	4 <sup>th</sup> Exchange	5 <sup>th</sup> Exchange
Kabupaten Pasir, East Kalimantan	Coquille, Oregon	June 28–July 8, 2001	November 4–12, 2001	June 1–8, 2002	November 2002	TBD
Kota Bekasi, West Java	Gresham, Oregon	July 23–August 2, 2001	October 6–13, 2001	April 27–May 4, 2002	August 9-17, 2002	October 13-19, 2002
Kota Bitung, North Sulawesi	Coos Bay, Oregon	August 30–September 8, 2001	November 10–18, 2001	March 8–16, 2002	July 1–5, 2002	September 20–28, 2002
Local Government Associations	League of Oregon Cities	July 18–August 1, 2001	September 26–October 6, 2001	March 10–23, 2002	April 18–28, 2002	September 20–28, 2002
Kabupaten Kutai	Washington County, Oregon	February 7–20, 2002	June 13–28, 2002	September 23–October 4, 2002	TBD	TBD
Kota Samarinda	Tigard, Oregon	February 7–20, 2002	June 13–28, 2002	September 23–October 4, 2002	TBD	TBD
Kabupaten Bandung	Santa Clarita, California	January 26–February 2, 2002	May 8–17, 2002	August 18-24, 2002	January 2003	TBD
Kota Balikpapan	Houston, TX, Area Gov'ts	June 1–8, 2002	September 5-14, 2002	October 2002	TBD	TBD
East Kalimantan Province	State of Oregon, USA	May 10–18, 2002	November 2002	TBD	TBD	TBD
DKI Yogyakarta	Savannah, Georgia	March 24–29, 2002	June 22–29, 2002	October 13-19, 2002	TBD	TBD

Updates on partnerships are presented below.

***Pasir, East Kalimantan – Coquille, Oregon***

**Activities:** No exchange took place during this quarter, due to difficulties in obtaining visas for 3 of the 5 delegates from Pasir. The exchange has been rescheduled for early November.

During this quarter, the Pasir team has been working to improve coordination and communication between all the stakeholders involved in the forestry regulation drafting process. Their efforts include coordination with DPRD members and the local NGO-Indigenous, which led to an agreement on the principles of forest practices.

**Results:** By making the process inclusive, Pasir, with the support of its Resource Cities partner Coquille, OR, has built strong, sustainable relationships with local community leaders, DPRD members, and technical partners/local experts (such as those working for CiFOR.)

This collaborative process was presented at a national workshop on social forestry in Jakarta (sponsored by CiFOR, DFID-UK, Ford Foundation, and FMMK) as well as at a regional workshop on Social Forestry, Adaptive and Collaborative Management Approaches in Bangkok in September (sponsored by ADB, FAO, and CIFOR).

Meanwhile, Pasir's partners in Oregon have been very active in promoting Pasir's new initiative on forestry by trying to find additional sponsoring institutions for this undertaking. In addition to this, they managed to collect several units of used computers to be donated to Pasir's Department of Forestry for its operations.

**Next steps:** Preparation for the delayed fourth exchange, planned for early November.

Delegation members are:

- Abdul Azis Maulana, Department of Forestry
- Stephi Hakim, CiFOR
- Irmajaya, Vice Chairman of DPRD and Committee on natural resources, and
- Sanusi Onieh, Assistant to the Bupati on Government Affairs.

The Bupati and the Chairman of DPRD - at their own expense - will accompany the delegation on this exchange.

***Bekasi, West Java – Gresham, Oregon***

**Activities:** The partners undertook their fourth exchange August 9-17, 2002.

The Kota Bekasi delegation consisted of:

- Achmad Mahmud Barmawi – Secretary to the City
- Tri Adhianto – Transportation Department

- Achmad Zulnaini – Head of Finance Department.

The focus of the exchange was on financial management and transportation modeling.

**Results:**

*Financial Management:* The Finance Director of Gresham worked with his newly appointed counterpart from Bekasi to bring him current with the suggestions and modifications to the finance and management reports for Bekasi.

*Transportation Planning/Modeling:*

Transportation staff from both cities worked on analyzing Bekasi's transportation data using Gresham's software. The objective of this exercise is to help Bekasi make more informed decisions about where to locate transportation terminals to minimize congestion in the city.

**Next Steps:** The partners will undertake their fifth exchange (to Bekasi) in October 2002. One of the key elements of the exchange will be for the partners to assess if the transportation system preliminarily suggested by Gresham is applicable to the situation in Bekasi, or if more data is needed.

***Indonesian Local Government Associations – League of Oregon Cities***

See Association Development (Section B.2).

***Bitung, North Sulawesi – Coos Bay, Oregon***

**Activities:** Two exchanges were completed during this quarter. The fourth exchange (to Bitung) was undertaken June 29-July 6. The members of the delegation were:

- Jon Richards – Small Business Development Department
- Jeff Marineau – City Planning Department
- Tim Enright – Technology Development Department

The fifth exchange (to Coos Bay) was undertaken September 20-28. The members of the delegation were:

- Milton Kansil – Mayor of Kota Bitung
- Leopold Dalope – Head of Revenue Department
- James Rompas – Planning Staff

**Results (4<sup>th</sup> Exchange):** The delegates from Coos Bay worked primarily with staff from the Planning Department and the Port of Bitung. During their exchange, Coos Bay continued to assist Bitung on conflict mediation and marketing of the Port and the City.

During the trip, a small business college from Coos Bay (represented by Jon Richards) signed an MOU with a local university in Kota Bitung. The nature of their cooperation will be determined on future visits.

**Results (5<sup>th</sup> exchange):** In addition to his participation in the working sessions of the exchange, Mayor Kansil was able to participate in some activities to further the community ties between Bitung and Coos Bay. These activities included:

- Serving as co-Marshall with the Mayor of Coos Bay of the Fun Festival Parade,
- Attending a Rotary Club Meeting to continue the dialogue between the two clubs and discuss the possibility of starting a similar club in Bitung, and
- Visiting a sawmill located in Coos Bay.

The Bitung team was able to witness first-hand the process of negotiating and obtaining council resolutions on contentious issues. During their visit, Coos Bay was going through its budget approval process and was also faced with the need to layoff staff and reduce working hours due to budget constraints.

The Bitung team also worked with Coos Bay Small Business Development staff to get more information about how to develop a small business community and how to safeguard small businesses against unfair competition with big businesses.

James Rompas was also invited to come to the ICMA Annual Conference in Philadelphia, Pennsylvania on September 28 – October 3, 2002. While at the conference, Mr. Rompas attended the following sessions, aimed at improving his ability to shepherd the conflict resolution process with the Port of Bitung:

- “Reducing the Costs of Conflict in Local Government:”
- “Persuasion and Influence”
- Keynote Speaker: Edward Rendell, on the rejuvenation of Philadelphia following decades of deficit, and municipal distress

**Next Steps:** The partners will undertake their 6<sup>th</sup> exchange in January or February 2003.

### ***Samarinda/Kutai, East Kalimantan – Tigard/Washington County, Oregon***

**Activities:** The partners undertook their third exchange (to Samarinda/Kutai) September 27 – October 5. The Tigard and Washington County delegation consisted of:

Tigard-Washington County delegates who arrived September 27, are as follows:

- Loreen Mills - Tigard Risk Manager and Citizen Participation Facilitator
- Ed Wegner - Tigard Public Works Director
- Roger Dewes - Tigard Finance Officer
- Tom Imdieke - Tigard Budget Officer
- Wendy Shelden - Washington County Public Health Supervisor
- Ann Madden - Washington County Communication Officer

**Results (Samarinda):** Upon his return from Oregon, Samarinda’s Finance Department Head established a task force on double entry accounting. He recruited a new accounting staff member to the team together with another staff member who led the program. The purpose of this task force was to begin switching the FY 2001 budget to a double entry system, with the goal of taking it to the DPRD to convince them to approve this system for the FY 2003 budget.



This effort was backed by a key Council member who oversaw the adoption of both performance based budgeting and double entry accounting for the FY 2003 budget.

During the exchange the Tigard delegation gave a training course on citizen participation to the staff of Kota Samarinda. In return, the Samarinda Finance staff gave a presentation on the double entry accounting efforts to-date and welcomed comments and suggestions from Tigard. After the presentation by the finance staff, Tigard remarked that Samarinda seemed to have a full understanding of the accounting system and should proceed with the FY 2003 budget as planned. Tigard offered to help Samarinda along the way if they encounter issues they cannot solve on their own.

**Results (Kutai):** Kutai has installed the two heart monitors received from Washington County.

During the exchange, the Washington County health professional gave a presentation on public health management and nurse training and conducted a training needs assessment for the hospital.

Prior to the start of their workweek, the delegations from both Tigard and Samarinda were able to participate in the Erau Festival in Kutai.

**Next steps:** Preparation for the fourth exchange in early 2003.

### ***Bandung, West Java – Santa Clarita, California***

**Activities:** The partners undertook their third exchange (to Bandung) August 17-24, 2002. The Santa Clarita delegation consisted of:

- Carl Boyer – former Mayor and elected council member
- Vince Bertoni – Planning Department
- Kenneth Striplin – Technology Department.

The trip focused primarily on strategic planning for a new town, GIS, and MIS.

**Results:** Bandung has established a team to work on the new town development and technology aspects of the workplan. During the exchange, Santa Clarita led a training on new town development and the supporting technology necessary to develop the types of GIS and MIS systems that Bandung wants to establish.

Prior to and during the trip, the partners achieved the following objectives that they outlined during the previous exchange:

#### ***Strategic Planning:***

- Continuous communication and contact between the Bandung and Santa Clarita Project teams has been established and is on going and two-way.
- Santa Clarita provided Bandung with materials and helped to develop a process for strategic planning to be applied in Bandung. This included a mini-training on how to conduct and facilitate a strategic planning process.
- Santa Clarita was able to view the area for the new town and to collect data relevant to the planning process.

*Management Information Systems:*

- Developed of scope of work and timeline to improve efficiency and operation of the LAN
- Designed the process and identified resources to develop and application that would integrate all agencies and boards in the local government

During the trip, a local radio station, Radio MARA FM, interviewed a member of the Santa Clarita delegation, together with his colleague from Bandung. The format of the two-hour show consisted of a short introduction to the partnership followed by a question and answer session with live callers from the greater Bandung area.

At the end of the visit, the Santa Clarita delegation was invited to meet and discuss their trip with the US Ambassador to Indonesia, Ralph Boyce. In addition to the technical aspects of their trip, the delegation emphasized the public diplomacy benefits to both Bandung and Santa Clarita.

**Next Steps:** The partners will undertake their fourth exchange in January – February 2003.

***Balikpapan, East Kalimantan – Houston, Texas, Area Governments***

**Activities:** The partners undertook their second exchange (to Texas) September 6-14, 2002.

The Balikpapan delegation consisted of:

- Sarjono, Head of Bappeda, and
- Poerbawidjaja, Director of Finance

Activities included a series of meeting with city managers and finance directors of the Houston Areas Governments, with discussions about the budget process, different models used for city budget and finance (the delegation was given examples of budget documents, and financial reports), and how the budget process relates to the city's operations, maintenance, development and other services.

Local governments visited included:

- City of Webster, TX
- City of Missouri, TX
- City of West University Place, TX included a visit to the construction sites for a, multi-year program of infrastructure redevelopment (road, sewer, and water).
- City of Baytown, TX. This visit included a meeting with city officials and representatives from Chevron Phillips and Exxon Mobil to discuss the roles of those companies in giving financial contributions to the city in return for some services provided by the city.

A series of meetings were held with higher education institutions to explain the history and processes of the establishment of community colleges, the roles of community, the relationship with businesses and industries, the college financing and tax systems, academic and curriculum development, organizational structures and the role of advisory board. The delegation toured the

campuses and received detailed explanations of the different facilities available (library, workshops, business training centers, classrooms, day care center, etc.).

Campuses visited were:

- College of the Mainland, Texas City
- Brazosport College, Lake Jackson
- University of Houston Clear Lake

At the College of the Mainland, the delegates also met and had an in-depth discussion with BP's Manager of Learning and Development, who has been the key person in the development of Certification Programs (AAS, Associate of Applied Science degree) on Process Technology at the College, which has been recognized as the first and leading program in its field in the United States. The program now has received an NSF grant to develop similar programs and work with other community colleges in eight states in the US. The BP representative expressed his willingness to assist Balikpapan to develop similar programs in Indonesia, as well as his willingness to initiate contacts to BP-Indonesia and other oil companies in East Kalimantan to inform them of and build support for Balikpapan's plan to develop a similar program.

The delegates also met the Director of Trade Development and Board member of Port Authority of Houston to tour the port. The Port Authority is willing to offer its advice and services to help Balikpapan develop its new industrial port in Kariangau.

### **Results:**

- The Port Authority of Houston agreed to provide technical assistance and be the consultant for Balikpapan's new industrial port development.
- College of the Mainland is interested and willing to be the partner of Balikpapan's proposed community college.
- BP agreed to offer assistance to Balikpapan to develop a training/certification program for people interested in working in the oil industry.

**Next steps:** Preparation for the third exchange (to Balikpapan) in early 2003. The Texas delegation will consist of:

- Mr. Dennis A. Link, Manager Learning and Development BP, Advisory Board Member, College of the Mainland.
- Mr. Bill Raley, Associate Vice President of Workforce Education, College of the Mainland.
- Dr Homer M. Hayes, President, College of the Mainland.

The focus/purpose of the exchange will be on:

- Developing a proposal to BP to promote the idea of supporting community college to its counterparts in Indonesia.
- Visit by College of the Mainland to Balikpapan.
- Involving representatives from local oil companies in the process of the curriculum development and encouraging them to come to Houston to witness the success of the community college model in Houston.

- Provide technical assistance and information for the development of the new port.

### ***Yogyakarta – Savannah, Georgia***

**Activities:** Delegates from the City of Savannah prepared for their third exchange, which will take place October 13 – 19, 2002 in Yogyakarta. The delegation will include staff from the permitting/licensing agencies and the finance department. The focus of the exchange will be on revenue generation and improving the permitting process.

**Results:** During this quarter, the Mayor of Yogyakarta invited another organization, the Heritage Centre of Yogyakarta, to be involved in the program. Through funding from the Ford Foundation, the Centre will visit Savannah in October. The Centre will work with the city to share its expertise on historic preservation.

**Next Steps:** Preparation for the third exchange in October.

### ***East Kalimantan Province – State of Oregon***

See East Kalimantan Regional Initiative (Section B.6).

## **B.2 Association Development**

During this quarter, BIGG/LGSPP continued assistance to the associations in the four key areas: advocacy, communications, management capacity building and member services.

### ***Association Partnership***

The fourth Resource Cities Partnership exchange between the three Indonesian local government associations and the League of Oregon Cities took place from Sept. 20-28th in Portland and Salem, Oregon. The delegation, comprised of executive directors and board members, focused on clarifying and defining the appropriate roles, authorities, and responsibilities of the Executive Directors vis-à-vis the Board of Directors and staff. Specifically, the tour activities included: training by the Oregon School Board Association on Board/Director roles and responsibilities; identifying the how-to's of a legislative strategy development process; observation and a facilitated debriefing on the structure and processes of the Association's Board of Directors Meeting, Legislative Policy Meeting, and Association Staff Meeting; observations and a facilitated debriefing of a Portland City Council Meeting and a public comment period; and a personal meeting with the Governor of Oregon to answer questions on intergovernmental cooperation.

The next exchange will take place in November. LOC staff will focus on improvements to the organizations' financial management and planning capabilities under the control of the executive directors (see below: Organization Finance and Budget Review).

### ***Advocacy***

As mentioned above, the association executive directors and select board members participated in advocacy-related training during the 4<sup>th</sup> LOC exchange and a daylong observation of LOC's

Legislative Committee. Further, one training session was devoted to how association legislative policy is set and adopted by the Board, and how a case is built to convince other stakeholders to support a position. As identified in this and previous trainings, the next critical area of advocacy assistance and training for the association staff and executive directors should be on how to obtain data and supporting evidence using member input, so that a credible case can be built for a given policy.

### ***Communications***

**Journalistic Writing Skills Training:** As part of BIGG/ICMA's continuous efforts to improve the writing quality and content of the associations' newsletters and other staff-generated publications, an intensive training workshop was provided which targeted 7 association staff, and staff of the 2 legislative associations. The two-stage training (August 7-8, 19-22) was conducted by a reputable Indonesian press institute and the curriculum was tailored to address the theory and practice of specific association communication issues.

Training topics included:

- Techniques in writing press releases;
- Interview techniques and collecting writing material;
- Publishing internal media;
- Writing opinion columns;
- Writing in the mass media;
- Code of ethics for writing; and
- Tips for improving writing quality.

**Web Site Training and Assistance:** Following last quarter's technical assistance on applications of association data-based web sites, APKASI launched a web-based database, which provides economic profiles of some 253 kabupaten, 67 cities, and 30 regions. These data encompass a wide range of descriptive and comparative statistics that are targeted at potential investors interested in local government development. During the next quarter, BIGG/ICMA will pursue ways to expand upon the application and use of the database, such as having it translated into English for an international development market.

Additionally during the quarter, APEKSI significantly updated their website capabilities and content, and continue to use it as a primary communications vehicle.

As reported earlier, APPSI's website has not been deemed a priority by the secretariat. However, BIGG/ICMA is poised to assist should the web site posting resume.

### ***Organization and Management Capacity***

**Organization Budget and Finance Review:** In August, consultant Suzette Denslow conducted an individualized baseline assessment of the current revenue generating capacity and sustainability of the three associations. She also made recommendations on a host of related organizational financial management issues such as: improving dues collections; preparing more transparent annual budgets for the membership; developing appropriate affiliate memberships or private sector sponsorship relationships; association-specific accounting and budgeting systems; linking revenues and expenditures together for annual budget and program planning.

This baseline information will serve to greatly inform related BIGG/ICMA program activities scheduled for November. At this time LOC's Senior Financial Staff, teamed with LOC's former Executive Director, will "shadow" the executive directors throughout their day-to-day management of the secretariat. The focus of this exchange will be on making major budget and finance improvements; having annual budgets link revenues to expenditures, thus reflecting an accurate financial picture; adopting improved budget software and reporting systems; and linking the management of goal setting to human and fiscal resource planning.

### ***Member Services***

**Funding Formula Dialogue:** In addition to her technical assistance on internal financial management improvements, consultant Suzette Denslow prepared and conducted a workshop for the association staff and leadership entitled "The Principles of Funding Formulas." This informational session provided a general context for understanding the purpose and effects of funding formulas in distributing funds from the central to the local government level. This "primer" was particularly useful in explaining to the associations the value of building consensus and coalitions and in dealing with the political risks and trade offs associated with challenging a unitary government.

**ICMA Annual Conference Study Tour:** Association executive directors and staff participated as part of the Indonesian delegation to the ICMA Annual Conference in Philadelphia (September 29- October 2). The key focus of this study tour was to showcase ICMA's professional development component in their annual conference offerings, and to use this venue to conduct training on how to develop and design conferences that feature educational sessions as a key member-driven service. ICMA Communications Advisor, Ann Bueche, held a series of trainings interspersed throughout the conference workshops including: conference planning and design; sponsorship, exhibitions and marketing for annual conferences, position descriptions and their use in organizational management.

Immediate outcomes from the study tour include development of an initial plan by all associations to have their next annual meeting contain sessions geared to professional development for their membership and using some element of member input in determining the offerings. Additionally, all the associations are now expanding their membership base to include the Sekda and Bappeda, in an attempt to further institutionalize professionalism in local government management beyond the chief executives (i.e., mayor, Bupati, governor). Another outcome was the realization that associations should not endorse specific private sector vendors, but maintain a professional and neutral relationship while still obtaining the financial benefits of sponsorship. This is noteworthy in that it is contrary to the current expectation of such private sector relationships in Indonesia, where the associations must actively participate in direct marketing/endorsement with their members and where compensation for access is only upon direct sale.

In November, Ann Bueche will follow up with in-depth training to ensure that association staff and executive directors plan and budget as needed to execute an improved professional annual membership conference in 2003.

**Best Practices Exchange with Gujarat City Managers Association (CMAG):** In July, association staff and association korwil/komwil representatives received training and direct technical assistance on Association Best Practices Programs from members of CMAG and ICMA India staff member Manvita Baradi. As a direct result of this assistance, all three associations immediately initiated their own best practices/success story documentation efforts to disseminate innovations in local government management practices during the coming year.

BIGG/ICMA will continue to guide these efforts to ensure a high quality outcome. In January, this assistance will include a study tour of association staff and executive directors to Gujarat, India to focus on teaching site visit interview skills and other data collection processes in the documentation of best practices.

### **B.3 Information Dissemination/Innovative Practices**

BIGG/LGSPP is in the process of developing a television series focusing on the partnerships and regional initiative in East Kalimantan. This program will be presented to TVRI, with the assistance of IFES, and will air monthly. Each episode will cover one of the Resource Cities Partnerships, or the East Kalimantan Regional Initiative.

In early October, BIGG will have a booth at the Otonomi Expo in Nusa Dua, Bali. The booth will display highlights of the BIGG program to-date, including the BIGG website, brochures, and key publications. Local government officials and business people from throughout Indonesia are expected to attend.

For additional information, see Communications (under Section B.2) and the Results Matrix, Public Diplomacy Subobjective (Annex 1).

### **B.4 Local Government Training**

Yogyakarta, Balikpapan, and Samarinda completed their training through the Core Management and Budget Program (Task Order). Pending an extension of the Task Order, budget assistance may continue to some or all of these cities.

### **B.5 Joint Activities with Task Order**

See Organization and Management Capacity (Section B.2) and Local Government Training (Section B.4).

### **B.6 East Kalimantan Regional Initiative**

**Activities:** In September, BIGG/LGSPP staff and the ICMA Interregional Advisor conducted a visioning workshop on the future of the Mahakam River Basin for the East Kalimantan Working Group. The workshop was in response to the findings of the State of Oregon on its initial exchange to East Kalimantan, as well as those of the Interregional Advisor.

**Results:** The 2-day Visioning Workshop was attended by approximately 150 local government, NGO, University, and business leaders from throughout East Kalimantan. The workshop resulted

in the development of a vision statement and short-term achievable programs to be carried out by East Kalimantan Working Group (EKWG) members.

A draft of the workshop's proceedings and vision statement was circulated to the participants for review. In addition, EKWG members, accompanied by the Interregional Advisor and BIGG/LGSPP staff traveled to West Kutai and East Kutai to meet with their Bupatis and key staff to explain the goals of the workshop and the EKWG in general. This initiative will be followed by a "road show" - announced in the local newspaper – that will have a key team from the EKWG traveling to all local governments in the Mahakam River Basin to get comments, suggestions, and support for the vision statement and priority areas identified in the workshop. The team will "socialize" the vision and priorities to the kecamatan (district) level.

Based on the results of this "road show", the Interregional Advisor will lead a workshop on institutional building and spatial planning methodology for integrated river basin management.

**Next Steps:** Preparation for the second exchange to East Kalimantan. Members of the delegation will include:

- Ibnu Nirwani, Assistant IV and person in-charge for East Kalimantan – Oregon partnership.
- Adi Bukhari Muslim, Head of Bappeda
- Sumanto, Chairman of EKWG, Bappeda staff.
- Representative of Forestry Department
- Representative of West Kutai Kabupaten
- Representative of East Kutai Kabupaten

## **B.7 Coordination with Other Local Government Programs**

*The Asia Foundation:* BIGG continues to work with The Asia Foundation in the dissemination of the Indonesia Rapid Decentralization Assessment (IRDA) through its newsletter, discussions with local government association members and government officials. ICMA has been asked by The Asia Foundation to identify appropriate local government association staff that could sit on the IRDA committee. In addition, ICMA and The Asia Foundation held a joint coordination meeting during the quarter in which ideas were exchanged for potential future IRDA sites.

*Center for Local Government Innovation:* Several coordination meetings were held with CLGI during the quarter. Issues discussed and agreed upon included increasing levels of shared information, assistance to the three local government associations as they endeavor to create best practices documentation, and assisting the associations in their advocacy efforts through the provision of future CLGI policy papers. ICMA will use CLGI discussion papers in seminars and other fora designed to stimulate debate on issues of importance to local government in Indonesia.

*International Foundation for Election Systems (IFES):* Plans are being developed for a comprehensive program of press coverage of Resource Cities activities and should be finalized during the current quarter.



*National Democratic Institute:* ICMA personnel have agreed to provide instruction on relevant ICMA training materials to NDI in its programs for local legislators. Of particular interest to NDI staff were ICMA materials related to local association building and performance budgeting.

In addition, staff from two of the legislative associations, ADEKSI and ADKASI, participated in the writing skills training course organized by BIGG/LGSP and delivered by the Press Institute in August.

*The World Bank:* ICMA's Association Advisor has shared ICMA experiences in developing "best practices" documentation with World Bank staff. The World Bank is attempting to formulate a local government best practices program in Indonesia.

*Press Relations:* During the quarter there has been extensive press coverage of ICMA association building and Resource Cities activities in Indonesia. This has included local television and newspaper coverage of the activities of the East Kalimantan Working Group in Samarinda, a radio interview in Bandung with the former mayor of Santa Clarita, California in which corruption in local government were addressed in the call-in format, and local coverage of the Savannah – Yogyakarta Resource Cities exchange. The Resource Cities program is increasingly viewed as an instrument of US public diplomacy in Indonesia. As such, press coverage is an important means for sending positive messages about US-Indonesian relations.

*GTZ:* At the request of GTZ, BIGG/LGSP provided copies of the Best Practices training materials prepared and delivered by the City Managers Association of Gujarat (CMAG) in July.

### **III. CHALLENGES/ISSUES OF CONCERN AFFECTING IMPLEMENTATION AND ACTIONS TAKEN**

The process for obtaining visas for Indonesians (especially males between the ages of 16 and 45) to travel to the US is becoming increasingly difficult and lengthy. Entire exchanges have been postponed and some participants have been unable to travel due to the lengthy visa process (despite BIGG/LGSP's starting the application process up to 2.5 months in advance).

BIGG/LGSP has made efforts to inform USAID/DLG staff of the visas required for exchanges and has alerted them to potential problems as early in the application process as possible. In some cases, USAID intervention has expedited the process; however, because much of the delay is due to background checks and waiting periods imposed by the US State Department in Washington, DC, there is often very little BIGG/LGSP or USAID can do to expedite the process.

To the extent possible, BIGG/LGSP will apply for visas up to 3 months in advance to offer a better guarantee that our Indonesian partners will be able to travel as scheduled. BIGG/LGSP has alerted all of its Resource Cities partners of the new, lengthier process, and has asked for their assistance in setting exchange dates further in advance.

In addition, BIGG/LGSP staff mentioned the visa situation to Congressman Earl Blumenauer's staff in Washington, DC as well as to Ambassador Boyce at a debriefing session in August to make them aware of the impact that the application process is having on these programs.

## **IV. PROJECTED ACTIVITIES FOR THE NEXT QUARTER**

### **A.1 Project Workplan**

BIGG/LGSPP will submit a budget realignment to reflect new program activities and staff changes.

### **A.2 Management**

None.

### **A.3 Resource Cities – Indonesia**

See Resource Cities (Section B.1).

### **A.4 Association Development**

See Association Development (Section B.2).

### **A.5 Information Dissemination/Innovative Practices**

- BIGG/LGSPP will continue working with IFES to promote Resource Cities and association activities.
- BIGG/LGSPP will assist with publication and dissemination of association newsletters.

### **A.6 Local Government Training**

Pending and extension of the Task Order, Yogyakarta, Balikpapan, and Samarinda will continue to receive assistance from the CMB component.

### **A.7 Joint Activities with Task Order**

Budget and Finance Internships for association staff.

## **Annex 1: Results Matrix**

**Cooperative Agreement Results Matrix I**  
*The Local Government Support and Partnership Program*

**International Resource Cities Partnership Activities**

**Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them**

**Objective: To build local government management capacity for improved service delivery**

Entries in **BOLD** = new this quarter

<b><i>Subobjective 1a: Provide practical tools and experiences</i></b>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
<b>TARGET:</b>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
<b>STATUS:</b>	Target met	Target exceeded	Target met	Target met
<b>Pasir</b>	Completed	<ul style="list-style-type: none"> <li>• <b>3 exchanges</b> conducted on forestry legislation, personnel management, and public hearings</li> <li>• Participated/observed public hearings in Coquille (Nov. 2001)</li> <li>• Received training on job descriptions from League of Oregon Cities Local Government Personnel Institute (Nov. 2001)</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> <li>• Staff and DPRD have agreed to use advice and input from Coquille in drafting their forestry regulation</li> <li>• Bupati has agreed to implement job description mechanism for reorganizing select departments in the kabupaten</li> <li>• <b>The Kabupaten has developed a Task Force to reorganize the kabupaten based on the training received by the Local Government Personnel Institute in Oregon. They are waiting for the resolution of the splitting of the Kabupaten (budget, staff, land implications) prior to beginning the reorganization.</b></li> </ul>

<b><i>Subobjective 1a: Provide practical tools and experiences</i></b>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
<b>TARGET:</b>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
<b>STATUS:</b>	Target met	Target exceeded	Target met	Target met
<b>Bekasi</b>	Completed	<ul style="list-style-type: none"> <li>• <b>4 exchanges</b> conducted on transportation planning, human resources, and financial management</li> <li>• Intern from Bekasi spent 2 weeks in Gresham learning double-entry accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Received Budget and Finance Workshops A, B, &amp; C from Task Order</li> <li>• Finance Department received a three-day training course on double-entry accounting</li> </ul>	<b>Bekasi has implemented the Gresham transportation model on a pilot basis.</b>
<b>Bitung</b>	Completed	<ul style="list-style-type: none"> <li>• <b>5 exchanges</b> conducted on port development/conflict resolution and developing marketing strategies</li> <li>• <b>Bitung staff received training on planning, computer applications, and small enterprise development</b></li> <li>• <b>2 training sessions for Bitung staff on:</b> <ul style="list-style-type: none"> <li>- Land use planning</li> <li>- Internet and LAN systems</li> <li>- Business planning</li> </ul> </li> <li>• <b>Business plan training was presented to over 100 management students of the Bitung management/economics college, STIE Petra.</b></li> <li>• <b>Coos Bay Community College has agreed to sign an MOU for future cooperation with STIE Petra.</b></li> <li>• <b>Bitung received first-hand examples of public participation through observing City Council meetings in Coos Bay</b></li> </ul>	<ul style="list-style-type: none"> <li>• Received Budget and Finance Workshops A, B, &amp; C from Task Order</li> <li>• <b>The Coos Bay Director of Finance gave a training session on Financial Management to the staff of Coos Bay.</b></li> </ul>	<b>Through the process of mediation and conflict resolution, the City of Bitung has conceded that the Port of Bitung is the economic life-blood of the city and that because it is attached to the central government, it will be very difficult for the City to have influence over the Port development plan. To this end, the City has decided to revise their development plan and to relocate the activities originally planned in areas conflicting with the Port plan. A once hostile relationship between the Port and the City is now quite amicable, professional, and constructive.</b>
<b>Samarinda</b>	Completed	<ul style="list-style-type: none"> <li>• <b>2 exchanges</b> conducted on citizen participation, financial management, and solid waste</li> <li>• Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	<b>The Samarinda DPRD has approved the use of the double entry accounting system for the FY 2003 budget, based on the training from Tigard and the skill level demonstrated by Samarinda Finance Staff.</b>

<b><i>Subobjective 1a: Provide practical tools and experiences</i></b>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
<b>TARGET:</b>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
<b>STATUS:</b>	Target met	Target exceeded	Target met	Target met
<b>Kutai</b>	Completed	<ul style="list-style-type: none"> <li>• <b>2 exchanges</b> conducted on forestry, financial management, and hospital staff capacity building</li> <li>• Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> <li>• <b>Rumah Sakit Parakesit is in the process of installing 2 heart monitors donated to the hospital by a hospital in Washington County.</b></li> <li>• <b>Washington County's EMS Field Guide is now being translated and adapted for the hospital personnel in Kutai (Rumah Sakit Parakesit).</b></li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Bandung</b>	Completed	<ul style="list-style-type: none"> <li>• <b>3 exchanges</b> conducted on strategic planning (new town planning), tourism development and promotion, information management, and solid waste management</li> <li>• Specially designed training in GIS and new town planning delivered on 2<sup>nd</sup> exchange.</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> <li>• After observing the effectiveness of project teams in Santa Clarita, the Bandung Resource Cities team established project teams of their own to better manage their projects.</li> <li>• <b>Bandung received and is now implementing the same strategic planning process used by Santa Clarita.</b></li> <li>• <b>The Strategic Planning Process manual used by Santa Clarita has been adopted by Kabupaten Bandung</b></li> </ul>

<b><i>Subobjective 1a: Provide practical tools and experiences</i></b>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
<b>TARGET:</b>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
<b>STATUS:</b>	Target met	Target exceeded	Target met	Target met
<b>Balikpapan</b>	Completed	<ul style="list-style-type: none"> <li>• <b>2 exchanges</b> conducted on citizen participation and continuing/adult education</li> <li>• <b>The College of the Mainland has provided and overview of the history and process on how the Community College, the local oil industries and the city developed a partnership technical education.</b></li> <li>• <b>Four cities in the Houston Area have given examples and provided information on their budget and fiscal models and how the different formats are used in relation to the city's urban planning.</b></li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Yogyakarta</b>	Completed	<ul style="list-style-type: none"> <li>• <b>2 exchanges</b> conducted on tourism development, financial management, public service management</li> </ul>	<ul style="list-style-type: none"> <li>• Received Budget and Finance Workshops A &amp; B from Task Order</li> <li>• Received 3-day training course in financial management from Savannah</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Yogyakarta has revised their permitting process and is submitted the new plan to the DPRD for approval.</b></li> </ul>
<b>East Kalimantan Province</b>	Completed – waiting for draft report	<ul style="list-style-type: none"> <li>• 1 exchange conducted on water quality testing and interregional management for the Mahakam River Basin</li> </ul>	Assistance in this area not planned	

<b><i>Subobjective 1a: Provide practical tools and experiences - Continued</i></b>				
	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
<b>STATUS:</b>	2 targets outstanding	2 targets outstanding	2 targets outstanding	8 targets outstanding
<b>Pasir</b>		<ul style="list-style-type: none"> <li>Pasir is conducting public hearings to review its forestry regulations</li> <li>Pasir is coordinating with local NGOs in the development of its forestry regulation</li> <li><b>Coordination meetings on the drafting of new forestry regulation have been conducted with DPRD members and local NGO-Indigenous groups.</b></li> <li><b>A new multi-stakeholder agreement on the management and governance of forest practices in the local areas has been agreed upon.</b></li> </ul>		1 target outstanding
<b>Bekasi</b>				1 target outstanding
<b>Bitung</b>		Through the process of mediation and conflict resolution, the City of Bitung has conceded that the Port of Bitung is the economic life-blood of the city and that because it is attached to the central government, it will be very difficult for the City to have influence over the Port development plan. To this end, the City has decided to revise their development plan and to relocate the activities originally planned in areas conflicting with the Port plan. A once hostile relationship between the Port and the City is now quite amicable, professional, and constructive.		1 target outstanding



<b><i>Subobjective 1a: Provide practical tools and experiences - Continued</i></b>				
	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
<b>STATUS:</b>	2 targets outstanding	2 targets outstanding	2 targets outstanding	8 targets outstanding
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>DPRD has directed local government staff to implement performance-oriented budgeting in at least 40% of the departmental budgets for fiscal year 2003 (<b>The percentage of the budget has been increased to 100%</b>)</li> <li><b>The Samarinda DPRD has approved the use of the double entry accounting system for the FY 2003 budget, based on the training from Tigard and the skill level demonstrated by Samarinda Finance Staff.</b></li> </ul>			1 target outstanding
<b>Kutai</b>				1 target outstanding
<b>Bandung</b>		After observing the effectiveness of project teams in Santa Clarita, the Bandung Resource Cities team established project teams of their own to better manage their projects.		1 target outstanding
<b>Balikpapan</b>				1 target outstanding
<b>Yogyakarta</b>				1 target outstanding
<b>East Kalimantan Province</b>		<ul style="list-style-type: none"> <li>East Kalimantan Working Group (EKWG) established.</li> <li>East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002).</li> </ul>		1 target outstanding

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<b><i>1 press release on 9 LGUs</i></b>	<b><i>Media coverage of 9 LGUs</i></b>	<b><i>Facilitation of 2 public exchanges</i></b>
<b>STATUS:</b>	2 targets outstanding	Target exceeded	Target exceeded
<b>Pasir</b>	<ul style="list-style-type: none"> <li>1 press release prepared</li> </ul>	<ul style="list-style-type: none"> <li>4 articles published in Kaltim Post</li> <li>TV Coverage of Pasir delegation attendance at Coquille city council meeting</li> <li>1 article published in Manuntung, local newspaper (June 2002)</li> <li><b>Results of the multi-stakeholders agreement of the new management of forest practices have been published and disseminated in series of articles at the local paper Kaltim Post.</b></li> </ul>	<ul style="list-style-type: none"> <li>Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001)</li> <li>BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club</li> <li>BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001)</li> <li>Extensive meetings with local communities and local NGOs on community-forestry issues with Oregon delegates during the third exchange (June 2002)</li> <li>Oregon delegates shared information with other state institutions related to forestry. They have started making contact with other state and federal agencies through their own network (June 2002).</li> </ul>
<b>Bekasi</b>	<b>Bekasi Staff contacted local news media</b>	<ul style="list-style-type: none"> <li>2 articles in Gresham newspaper</li> <li><b>1 article in Bekasi newspaper</b></li> </ul>	
<b>Bitung</b>	1 target outstanding	<ul style="list-style-type: none"> <li>BIGG Partnership manager interviewed on Oregon regional television (<b>KCBY Television</b>)</li> <li><b>The MOU signing between STIE Petra and Coos Bay Community College was covered by TVRI Manado</b></li> <li><b>Mayor of Bitung was the co-Marshall with the Mayor of Coos Bay in the Fun Festival Parade in Coos Bay, September 2002.</b></li> </ul>	<ul style="list-style-type: none"> <li>Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002, <b>September 2002</b>)</li> <li>BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club</li> </ul>
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance</li> </ul>	<ul style="list-style-type: none"> <li>5 articles published in Kaltim Post and Samarinda Post</li> <li>Samarinda staff on TVRI twice</li> <li>Samarinda delegates on Tigard local TV while attending city council meeting (June 2002)</li> <li><b>Press conference to explain the results of the previous exchange to Oregon and the next steps in preparation for the next exchange from Oregon to Samarinda.</b></li> <li><b>Two articles in Samarinda Post.</b></li> </ul>	

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<b><i>1 press release on 9 LGUs</i></b>	<b><i>Media coverage of 9 LGUs</i></b>	<b><i>Facilitation of 2 public exchanges</i></b>
<b>STATUS:</b>	2 targets outstanding	Target exceeded	Target exceeded
<b>Kutai</b>	<ul style="list-style-type: none"> <li>BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance</li> </ul>	<ul style="list-style-type: none"> <li>7 articles published in Kaltim Post and Kutai Baru</li> <li>Kutai staff on TVRI twice</li> <li><b>Press conference to explain the results of the previous exchange to Oregon and the next steps in preparation for the next exchange from Oregon to Samarinda. the next exchange from Oregon to Samarinda.</b></li> <li><b>One article in Kutai Baru Post.</b></li> </ul>	<ul style="list-style-type: none"> <li>Proposal for continuing education institute developed for partnership between Portland Community College and Kutai Kertanegara University (June 2002)</li> <li><b>Washington County-based medical supply company has offered some used medical equipment for Kutai.</b></li> </ul>
<b>Bandung</b>	BIGG/LGSPP contacted media to inform them of Santa Clarita visit.	<ul style="list-style-type: none"> <li>1 article in Pikiran Rakyat</li> <li>Santa Clarita delegates interviewed on local radio station (<b>RASE FM</b>) on <b>1<sup>st</sup> Exchange</b></li> <li><b>Vice Bupati gave a speech at the council meeting in Santa Clarita (broadcasted on live television)</b></li> <li>Santa Clarita delegates interviewed on local radio station (MARA FM) on August 2002 – <b>3<sup>rd</sup> Exchange</b></li> <li><b>Santa Clarita delegates met with the US Ambassador to Indonesia</b></li> </ul>	<ul style="list-style-type: none"> <li>Santa Clarita delegates presented a lecture on local government in the U.S. to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002)</li> <li><b>Yogyakarta has invited the Yogyakarta Centre of Heritage Conservation - funded by Ford Foundation – to join the Resource Cities Partnership.</b></li> </ul>
<b>Balikpapan</b>	BIGG/LGSPP staff contacted media about Houston area governments' visit	<ul style="list-style-type: none"> <li>1 article in Kompas, 1 in Kaltim Post and 1 in local paper (June 2002).</li> <li>Meet the press discussion with Houston delegates during the meeting with the Mayor of Balikpapan. Direct discussion with Houston delegates (June 2002).</li> </ul>	<ul style="list-style-type: none"> <li><b>A proposal for a partnership between Community College of the Mainland (Texas City) and Balikpapan Polytechnic School has been drafted.</b></li> <li><b>A proposal for consulting work from Port Authority of Houston to Balikpapan to design and arrange its new port development.</b></li> <li><b>The Port Authority of Houston agreed to provide technical assistance for Balikpapan's new industrial port development.</b></li> </ul>
<b>Yogyakarta</b>	<ul style="list-style-type: none"> <li>Press release prepared by U.S. Embassy with assistance and information from BIGG/LGSPP</li> <li>BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance</li> </ul>	<ul style="list-style-type: none"> <li>2 articles published in Kompas and Jakarta Post</li> <li>TV coverage of MOU signing (with U.S. Ambassador)</li> <li>Yogyakarta and Savannah staff on TVRI</li> <li><b>Mayor of Yogyakarta was introduced at an official Press Conference in City Hall in Savannah</b></li> <li><b>Mayor of Yogyakarta gave a speech at a formal council meeting in Savannah</b></li> </ul>	<ul style="list-style-type: none"> <li>Savannah delegates presented a lecture on local government in the U.S. to students at Gadjah Mada University (March 2002)</li> <li>U.S. Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002)</li> </ul>

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<b><i>1 press release on 9 LGUs</i></b>	<b><i>Media coverage of 9 LGUs</i></b>	<b><i>Facilitation of 2 public exchanges</i></b>
<b>STATUS:</b>	2 targets outstanding	Target exceeded	Target exceeded
<b>East Kalimantan Province</b>	<ul style="list-style-type: none"> <li>BIGG/LGSP staff coordinated with IFES and TVRI to schedule television appearance</li> <li><b>Agreement reached with the Chairman of local PWI (Indonesian Association of Journalists) to assist in the development of a TV series for the partnerships and regional initiative in East Kalimantan.</b></li> </ul>	<ul style="list-style-type: none"> <li>Province, Samarinda and Kutai staff on TVRI to discuss interregional cooperation</li> </ul>	<ul style="list-style-type: none"> <li>East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002).</li> <li><b>Membership of the EKWG has been expanded to include the Water Forum and Forest Forum, which comprise a wide spectrum of stakeholders from NGOs, Universities, Businesses, Local Governments, and donor projects.</b></li> </ul>

<b><i>Subobjective 1c: Promote inter-governmental coordination in one functional area in the province of East Kalimantan</i></b>						
	<b>Provide assistance and/or technical training in regional governmental management and coordination</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>	<b>Produce framework for institutionalized or continued regional collaboration</b>	<b>Produce policy papers/drafts on issues for regional cooperation</b>	<b>Improvements recognized in coordination/ collaboration between local governments on regional policies/issues</b>	<b>Improvements presented as lessons learned</b>
<b>TARGET:</b>	<b><i>Conduct Diagnostic</i></b>	<b><i>Conduct in 1 province</i></b>	<b><i>Evidenced by 1 improvement/opportunity</i></b>	<b><i>Produce 1 framework document</i></b>	<b><i>Produce 1 policy paper</i></b>	<b><i>Lessons learned presented on 1 province</i></b>
<b>STATUS:</b>	Target exceeded	Target met	Target met	1 target outstanding	Target met	1 target outstanding
<b>East Kalimantan Regional Initiative</b>	<ul style="list-style-type: none"> <li>Initial scoping mission conducted, draft report and recommendations prepared</li> <li>Detailed working plan and overall agenda prepared and agreed.</li> </ul>	<ul style="list-style-type: none"> <li>East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002).</li> <li>EKWG hosted a visioning workshop for the larger Mahakam River Basin community.</li> </ul>	<ul style="list-style-type: none"> <li>East Kalimantan Working Group has formally been established with Governor's decree. The framework was prepared and adopted.</li> </ul>	<ul style="list-style-type: none"> <li>1 target outstanding.</li> <li><b>Draft proceedings and results from the visioning workshop outline the issues and steps needed to improve regional cooperation.</b></li> </ul>	<ul style="list-style-type: none"> <li>Communication among officials of cities/ kabupatens with the Province has started. More office letters, memos, etc. flow between those officials.</li> <li><b>The province has agreed to allow key staff to participate in a "road show" to "socialize" the results of the visioning workshop to the local governments in the Mahakam River Basin.</b></li> </ul>	1 target outstanding

<b><i>Subobjective 1d: Promote sustainable partnerships</i></b>				
	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
<b>STATUS</b>	1 target outstanding	Target exceeded	Target exceeded	Target exceeded
<b>Pasir</b>	<p><b>Completed</b></p> <p><b>The Oregon Bureau of Land Management has agreed to provide computers to the Pasir Department of Forestry.</b></p>	<ul style="list-style-type: none"> <li>E-mail exchanges have continued between Oregon foresters and their Pasir counterparts (using personal e-mail account of Pasir's).</li> <li>Both Balikpapan and Pasir are now trying to have an in-house English training program for their staff to improve communication with their U.S. partners.</li> </ul>	<ul style="list-style-type: none"> <li>Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001)</li> <li>BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club</li> <li>BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001).</li> <li><b>Oregon delegates spoke to local villagers, community leaders and NGOs in Pasir and have agreed to facilitate further contacts with similar organizations in the US.</b></li> </ul>	<ul style="list-style-type: none"> <li>Results of the exchange were shared with other natural resource stakeholders during meetings with NRM/EPIQ during a preparation meeting for inter-jurisdiction forestry meeting of East Kalimantan in July 23-24 in Samarinda.</li> <li>Pasir's Head of Forestry Department has contacted his junior classmate who is a member of the EKWG, and invited him to meet with the Coquille forestry delegation to make the EKWG aware of the work being done in Pasir.</li> <li>Pasir's Head of Forestry Department is also planning to contact Assistant IV of the Province, who initiated EKWG, to ask his support and advice for developing a similar working group in Pasir. He also wants to invite the Province's EKWG to participate in this local working group to improve coordination in the Province.</li> <li><b>A new multi-stakeholder agreement on the management and governance of forest practices in the local areas has been agreed upon.</b></li> <li><b>The collaborative process used in reaching the multi-stakeholder agreement in Pasir has been presented as a Best Practice at workshops in Jakarta and Bangkok.</b></li> </ul>
<b>Bekasi</b>	Completed	<ul style="list-style-type: none"> <li>Bekasi and Gresham have contacted each other via e-mail</li> </ul>		

<b><i>Subobjective 1d: Promote sustainable partnerships</i></b>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
<b>STATUS</b>	1 target outstanding	Target exceeded	Target exceeded	Target exceeded
<b>Bitung</b>	Completed	<ul style="list-style-type: none"> <li>• Bitung and Coos Bay are in regular e-mail and written (letter) contact</li> <li>• <b>A Memorandum of Understanding (MOU) for cooperation between the Business Development Center (BDC) of Southwestern Oregon Community College and STIE Petra was signed by Mr. Jon Richards, BDC Director, and Mr. Bobby Dungair, CEO/Founder of STIE Petra</b></li> </ul>	<ul style="list-style-type: none"> <li>• Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002, <b>September 2002</b>)</li> <li>• BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Bitung staff participated in ICMA Annual Conference to learn more on Reducing Conflict in Local Government (September 2002)</b></li> </ul>
<b>Samarinda</b>	Completed	<ul style="list-style-type: none"> <li>• Ongoing e-mail exchange after returning from Oregon.</li> <li>• Samarinda's finance director has begun practicing his English in an effort to be able to communicate with his colleagues in Oregon.</li> <li>• <b>An Indonesian living in Tigard has volunteered to provide translation services to the City of Tigard.</b></li> </ul>	<b>The Director of Finance from Samarinda met with the Bank of America during his visit in Oregon to discuss options for Samarinda to convert their payment system to an automated system. During the discussions, the BOA representative gave the Director several ideas for streamlining the existing payment process in Samarinda that would expedite payments even without automating the system. The Director has subsequently had discussions with Bank Pembangunan Daerah (BPD) in Samarinda about developing a partnership with BOA to improve the automation of BPD. At this point, it is unclear what the nature of the partnership might be, therefore BIGG/LGSPP will follow up with both parties to get the details.</b>	<ul style="list-style-type: none"> <li>• Participated in (and hosted) seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> <li>• DPRD Member is regular presenter and facilitator on performance-oriented budgeting at BIGG workshops and conferences</li> <li>• <b>Improved communication between Samarinda's Director of Finance and the Chairman of Budget Committee of DPRD/City on the discussion of the city's budget process. They are now engaged in common endeavor to promote the change to double-entry accounting practice, and they both facilitate the discussions among council members and city officials.</b></li> </ul>

<b><i>Subobjective 1d: Promote sustainable partnerships</i></b>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
<b>STATUS</b>	1 target outstanding	Target exceeded	Target exceeded	Target exceeded
<b>Kutai</b>	Completed	<ul style="list-style-type: none"> <li>Ongoing e-mail exchange after returning from Oregon.</li> <li>Proposal for continuing education institute developed for partnership between Portland Community College and Kutai Kertanegara University</li> <li><b>Rumah Sakit Parakesit is in the process of installing 2 heart monitors donated to the hospital by a hospital in Washington County.</b></li> </ul>	<b>A Washington County medical supply company has offered to send a list of additional excess supplies that Kutai can take if they need.</b>	<ul style="list-style-type: none"> <li>Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> </ul>
<b>Bandung</b>	Completed	<ul style="list-style-type: none"> <li>Bandung and Santa Clarita are in regular e-mail contact</li> <li>Santa Clarita has set up a Web-based forum to exchange ideas and enhance communication between the two partners - <a href="http://forums.delphiforums.com/kabupaten">http://forums.delphiforums.com/kabupaten</a></li> </ul>	<ul style="list-style-type: none"> <li>Santa Clarita delegates presented a lecture on local government in the U.S. to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002)</li> </ul>	
<b>Balikpapan</b>	Completed	<ul style="list-style-type: none"> <li>Both Balikpapan and Pasir are now trying to have an in-house English training program for their staff to improve communication with their U.S. partners.</li> <li><b>Balikpapan and the Houston area governments are in consistent communication with one another.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>BP-Texas plant manager has agreed to initiate contact with BP-Indonesia to potentially support Balikpapan in the process of establishing a local community college with a technology certification program .</b></li> </ul>	<ul style="list-style-type: none"> <li>Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002).</li> <li><b>Balikpapan has initiated a dialogue among local education institutions to work together to establish a local community college.</b></li> <li><b>BIGG/LGSPP is seeking alternative funding through ALO-USAID Program for Global Higher Education.</b></li> </ul>



<b><i>Subobjective 1d: Promote sustainable partnerships</i></b>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
<b>STATUS</b>	1 target outstanding	Target exceeded	Target exceeded	Target exceeded
<b>Yogyakarta</b>	Completed		<ul style="list-style-type: none"> <li>Savannah delegates presented a lecture on local government in the U.S. to students at Gadjah Mada University (March 2002)</li> <li>U.S. Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002)</li> </ul>	
<b>East Kalimantan Province</b>	Assistance not planned in this area	<ul style="list-style-type: none"> <li>E-mail exchanges continue between Oregon partners and their counterparts (using personal e-mail account).</li> </ul>	<ul style="list-style-type: none"> <li>East Kalimantan Water Forum is underway to be established and could be a counterpart of EKWG for broader stakeholder involvement beyond the current partnership format.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> <li>Participated in seminar on water resource management on World Water Day event in Samarinda conducted by Mulawarman University.</li> <li><b>Membership of the EKWG has been expanded to include representatives from the newly established water and forestry forums.</b></li> </ul>

**Cooperative Agreement Results Matrix II**  
*The Local Government Support and Partnership Program*

**Association Capacity-Building Activities**

**Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them**

**Objective: To establish effective, representative, and independent local government associations**

Entries in **BOLD** = new this quarter

***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Train and/or assist association leadership and staff in advocacy concepts and techniques	5 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	5 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Association advocates at the national level	2 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> </ul>
Association identifies key coalition partners (single issue or standing coalitions)	2 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> </ul>
Association conducts advocacy activities as part of a coalition	1 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002)</li> </ul>
Association policy developed using membership participation/input	1 of 2 targets met	<ul style="list-style-type: none"> <li>• Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Association advocates on behalf of its members	3 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999."</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Train and/or assist association in concepts of business plan development, including transparent financial management systems	2 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• <b>Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• <b>Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist association in improving marketing capabilities	3 of 3 targets met for APEKSI, APKASI 2 of 3 targets met for APPSI	<ul style="list-style-type: none"> <li>• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI)</li> <li>• <b>Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist association in improving internal management and personnel systems	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI)</li> <li>• <b>Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	5 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Working session: Board and Executive Roles and Responsibilities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• <b>Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5<sup>th</sup> LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Association adopts and/or implements one or more transparent financial management systems	1 target outstanding	
Association improves its development of diverse and stable sources of revenue	1 target outstanding	
Association improves its marketing capacity	1 target outstanding	
Association improves its internal management and personnel systems	1 of 1 target met	<ul style="list-style-type: none"> <li>• <b>Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	1 target met for APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> <li>• APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)</li> </ul>

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through September 30, 2002

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Train and/or assist the association in increasing membership involvement/input/participation	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist the association in increasing/improving its membership communications methods	7 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Training &amp; Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist the association in recognizing excellence in local government management and leadership	2 of 4 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• <b>Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Association increases/improves membership involvement and participation	1 target outstanding	
Association increases/improves its membership communications methods	3 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> <li>• APEKSI, APKASI web site content and layout improved (April/June 2002)</li> <li>• APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002)</li> </ul>
Association increases/improves programs that recognize excellence in local government management and leadership	1 target outstanding	



<b><i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through September 30, 2002</b>
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	1 of 3 targets met	· <b>Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</b>
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 targets outstanding	
Train and/or assist the association in the development and dissemination of local government management best practices	2 of 3 targets met	<ul style="list-style-type: none"> <li>• <b>Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Train and/or assist the association in serving as a liaison for local government technical assistance resources	2 of 3 targets met	<ul style="list-style-type: none"> <li>• <b>Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 20002-Feb. 2003) (APEKSI, APKASI, APPSI)</b></li> <li>• <b>Presentation &amp; Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)</b></li> </ul>
Association conducts training opportunities for local government officials/members	1 target outstanding	
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	
Association develops and disseminates local government management best practices	2 targets outstanding	
Association serves as a liaison for local government technical assistance resources	1 target outstanding	

## **Annex 2: Financial Information**

## **Annex 3: Deliverables Submitted**

## Deliverables Submitted

Entries in **BOLD** = new this quarter

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
“Pemda Sukses” Local Government Support and Partnership Program Quarterly Report October 1, 2000–December 31, 2000	Quarterly Report	February 28, 2001	E-mail
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1, 2001–March 31, 2001	Quarterly Report	May 30, 2001	E-mail and hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program in Indonesia <i>USAID Quarterly Report – 2<sup>nd</sup> Quarter 2001</i>	Quarterly Report	August 14, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1, 2001–September 30, 2001	Quarterly Report	December 31, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report October 1 – December 31, 2001	Quarterly Report	February 4, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1–March 31, 2002	Quarterly Report	May 10, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report April 1–June 30, 2002	Quarterly Report	July 31, 2002	Hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APKASI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APPSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Bandung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Memorandum of Understanding between ICMA and Kota Bekasi	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bitung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Balikpapan	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Kutai	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Pasir	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Samarinda	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding Between Kabupaten Bandung, Indonesia with City of Santa Clarita, California, USA, Signed in Bandung, Thursday, January 31, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between ICMA/USAID with City Government of Yogyakarta, signed in Yogya, Thursday, January 17, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between ICMA/USAID and The Provincial Government of East Kalimantan, Samarinda, Friday January 18, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between Kota Yogyakarta, Indonesia with City of Savannah, Georgia, USA, Yogya, Thurs, March 28, 2002	MOU	April 19, 2001	Hard copy
Memorandum of Understanding between City Government of Balikpapan, Indonesia with Houston Area Governments, Texas, USA, Balikpapan, Friday June 7, 2002	MOU	June 12, 2002	Hard copy
Memorandum of Understanding between The Provincial Government of East Kalimantan, Indonesia with The State of Oregon, USA, Samarinda, Thursday, May 16, 2002	MOU	June 12, 2002	Hard copy
<b>Memorandum of Understanding, Addendum No. 1 Kota Samarinda, Indonesia with City of Tigard, Oregon, USA</b>	<b>MOU/Addendum</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
Local Government Diagnostic – Balikpapan	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bandung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Local Government Diagnostic – Bekasi	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bitung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Kutai	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Pasir	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Samarinda	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Association Milestone Index – APEKSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APKASI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APPSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
East Kalimantan Background Material and Report	Background Materials/Report Annex	May 30, 2001	E-mail and hard copy
Database format for Indonesian Local Government Associations	Background Materials	May 22, 2002	Hard copy
Briefing packet of State of Oregon and East Kalimantan Province Partnership; May 12, 2002	Background Materials	May 22, 2002	Hard copy
Manila Association Capacity Building Conference Report	Memo/Report Annex	May 30, 2001	E-mail and hard copy
Six-Month Activity Plan December 14, 2001–June 30, 2002	Workplan	December 19, 2001	Hard copy
Six-Month Activity Plan July 1–December 31, 2002	Workplan	July 8, 2002	E-mail
Coquille, OR – Pasir Workplan	Action Plan	July 7, 2001 (resubmitted November 24, 2001)	E-mail
Gresham, OR – Bekasi Workplan	Action Plan	August 1, 2001 (resubmitted November 24, 2001)	E-mail
League of Oregon Cities – Indonesian Associations Workplan	Action Plan	November 24, 2001	E-mail
Coos Bay, OR – Bitung Workplan	Action Plan	November 24, 2001	E-mail
Action Plan For Technical Cooperation between Kab. Kutai, Indonesia and Washington County, Oregon USA, Kutai, February 16, 2002	Action Plan	March 8, 2002	Hard copy
Action Plan for Technical Cooperation between Kota Samarinda, Indonesia and City of Tigard, Oregon, USA, Samarinda, February 16, 2002	Action Plan	March 8, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Action Plan for Technical Cooperation between Kab. Bandung, Indonesia and City of Santa Clarita, California, USA, Bandung, January 30, 2002	Action Plan	March 8, 2002	Hard copy
Draft Action Plan between Kota Yogyakarta, Indonesia and City of Savannah, Georgia, USA, March 28, 2002	Action Plan	April 19, 2002	Hard copy
Final Action Plan: East Kalimantan Province - State of Oregon: May 16, 2002	Action Plan	May 22, 2002	Hard copy
Action Plan For Technical Cooperation between Kota Balikpapan, Indonesia and Houston Area Governments Working Group Houston, Texas, USA, Balikpapan, June 7, 2002	Action Plan	June 12, 2002	Hard copy
Proposed Detailed Interregional Coordination Work Plan, Samarinda June 12, 2002	Action Plan	June 12, 2002	Hard copy
Strategic Plan – APEKSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APKASI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APPSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
<b>Draft Outline of Mahakam River Basin Management, July 2002.</b>	<b>Draft planning document</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
Priority Areas for Cooperation Between the 3 Local Government Associations	Memo	December 14, 2001	Hard copy
The Involvement of ICMA in Building the Institutional Capacity of the Associations	Memo	December 14, 2001	Hard copy
Highlight on the Association's Cooperative Agreement Program	Memo	December 14, 2001	Hard copy
Response to UNDP Proposal for assistance to APEKSI, Diane Crosby	Memo	January 25, 2002	Hard copy
Feedback on APKASI's 2002 Annual Meeting from Diane Crosby, June 10, 2002	Memo	June 12, 2002	Hard copy
Communication and Media Workshop Materials	Workshop Materials	July 17, 2001	E-mail
Summary of Proceedings - Advocacy Seminars	Workshop Proceedings	December 14, 2001	Hard copy
Summary of Proceedings – Budget and Finance Training	Workshop Proceedings	December 14, 2001	Hard copy
Proceeding on Advocacy Working Meeting, Hotel Ambhara, 3-5 December 2001	Workshops Proceedings	April 19, 2002	Hard copy
Comments on Working Meeting Board LOC Exchange, March 18-20, 2002	Workshops Proceedings	April 19, 2002	Hard copy
ICMA International Best Practices Symposium: Sydney, 7-11 May 2002	Workshops Proceedings	May 22, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Presentation Papers of Web Sites and Internet-Based Technologies, Gran Mahakam, April 23, 2002	Workshops Proceedings	May 22, 2002	Hard copy
<b>Discussion Material, Commission D, RAKERNAS I APEKSI, Jakarta, July 10-11, 2002</b>	<b>Workshop Proceedings</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Work Shop Results, Action Planning with Washington County/Tigard, Indonesia, June 14, 2002.</b>	<b>Workshop Proceedings</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Discussion Material on Commission D (APEKSI Collaborations) on the First National Working Meeting, All-Indonesia Association of Urban Governments (Rakernas I APEKSI), Hotel Santika, Jakarta July 10-11, 2002.</b>	<b>Workshop Proceedings</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Recommendations of Commissions A, B,C and D</b>	<b>Workshop Proceedings</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>CMAG Best Practices Manual, Jakarta, July 23-24, 2002.</b>	<b>Workshop Proceedings</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Report on “Simposium Praktek Terbaik Dan Kemampuan Untuk Ditransfer” CMAG.</b>	<b>Workshop Proceedings</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Wrap up of Meeting between BIGG-ICMA and Samarinda Executive at Hotel Dusit Balikpapan, Tuesday, July 2, 2002.</b>	<b>Workshop Proceedings</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>First Discussion Draft on Mahakam River Basin Visioning Workshop, August, 2002.</b>	<b>Workshop Proceedings</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
Exchange Visit Agenda – ICMA Annual Conference	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – League of Oregon Cities Visit	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – Washington, DC	Agenda	December 14, 2001	Hard copy
Working Draft of March 3, 2002 for Third LOC Exchange, Roles, Responsibilities, Authorities of the Board, Executive Director and Staff	Agenda	March 8, 2002	Hard copy
3 <sup>rd</sup> LOC Exchange Agenda and Participants List	Agenda	April 19, 2002	Hard copy
Advocacy Credentialing Exchange Agenda	Agenda	April 19, 2002	Hard copy
Continued Communications Assistance Agenda, April 15-26, 2002	Agenda	April 19, 2002	Hard copy
Schedule for Strategic Planning for New Town and for Information Management Development of Kabupaten Bandung, May 17, 2002	Agenda	June 12, 2002	Hard copy
Tentative Schedule on East Kalimantan Province and State of Oregon Partnership, May 2002	Agenda	June 12, 2002	Hard copy
Houston Area and Balikpapan Partnership First Exchange Agenda, Balikpapan, June 1–8, 2002	Agenda	June 12, 2002	Hard copy



<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Samarinda and Kutai Kertanegara, East Kalimantan and City of Tigard and Washington County, Oregon on 2 <sup>nd</sup> Exchange Program Agenda, June 2002	Agenda	June 12, 2002	Hard copy
<b>Association Finance and Budget Needs Assessment/Assistant Tentative Agenda on August 11-25, 2002 by Suzette Denslow.</b>	<b>Agenda</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
Participants List - Facilitation Training, April 28, 2002	List of Participants	April 19, 2002	Hard copy
<b>Writing Training Program BIGG-ICMA Jakarta, List of Participants, August, 2002</b>	<b>List of Participants</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
Kabupaten Pasir and City of Coquille, Oregon: July 2001	Trip Report	December 14, 2001	Hard copy
City of Gresham, Oregon and City of Bekasi, Indonesia: August 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: September 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: November 2001	Trip Report	December 14, 2001	Hard copy
Regional Workshop Resource Cities Partnership: Performance Budgeting	Trip Report	December 14, 2001	Hard copy
Seminar: the Position of Regional Governments on Financial Apportionment Between Central and Regional Governments: In the Framework of Fiscal Decentralization and Regional Autonomy	Proceedings/Summary Report	December 14, 2001	Hard copy
Summary of Association Advocacy Activities	Proceedings/Summary Report	December 14, 2001	Hard copy
APPSI Activity Record: Note from the Meeting on Coordination between Local Government Association with ICMA	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Activity Report on Inter-Institutional Cooperation	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Importance of Communication for APPSI	Association Activity Report	December 14, 2001	Hard copy
Work Plan on National Working Meeting II APKASI, Jakarta, May 29-30, 2002	Association Activity Report	June 12, 2002	Hard copy
Recommendations on National Working Meeting II APKASI, Jakarta, May 29-30, 2002	Association Activity Report	June 12, 2002	Hard copy
APPSI 2001–2003 Work Program Plan	Association Activity Report	June 12, 2002	Hard copy
Decision of Work Meeting I Year 2002 Association of Indonesian Provincial Governments on Recommendation and Agreement on Results of Work Meeting I year 2002 APPSI	Association Activity Report	June 12, 2002	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day One	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Two	Trip Report	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Working Meetings on Advocacy – ICMA/BIGG: Day Three	Trip Report	December 14, 2001	Hard copy
Summary of Natural Resource Management and Financial Balances in Local Autonomy	Trip Report	December 14, 2001	Hard copy
Summary of the Launching of Indonesia’s Autonomy Expo 2001	Trip Report	December 14, 2001	Hard copy
Indonesia City Council Association – Founders meetings	Trip Report	December 14, 2001	Hard copy
Report on Salzburg Seminar: Session 388 “Sustaining Democracy in the Modern World”	Trip Report	December 14, 2001	Hard copy
Training on Oil Gas and Non-Oil Gas Product Sharing Calculation	Trip Report	December 14, 2001	Hard copy
The Establishment of Kabupaten (County) Council Association	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah VI (Regional Office VI)	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah III (Regional Office III)	Trip Report	December 14, 2001	Hard copy
Melalui Raker Ke I Komwil II APEKSI Sumatera Selatan	Trip Report	December 14, 2001	Hard copy
Report on “Otonomi Indonesia Expo 2001”	Trip Report	December 14, 2001	Hard copy
Trip Report on the First National Work Meeting of the Indonesia City Council Association	Trip Report	December 14, 2001	Hard copy
Laporan Perjalanan Orientasi Ke Kantor Pusat ICMA, Washington, DC	Trip Report	December 14, 2001	Hard copy
Meetings with Kabupaten Bogor and Kota Bekasi	Trip Report	December 14, 2001	Hard copy
U.S. Study Tour 2001: ICMA Annual Conference, League of Oregon Cities, and Washington, DC	Trip Report	December 14, 2001	Hard copy
APKASI Membership Dues Structure Memo #1: November 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Ann Bueche: November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Amanda Lonsdale: September–November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Diane Crosby: September–November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of David Barenberg: December 2–6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Clay Wirt: Strategic Planning/Action Planning with APPSI, APKASI, and APEKSI	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: April 19 - May 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Phil Rosenberg: May 7 - May 23, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 - July 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20–July 27, 2001	Trip Report	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Results of the Technical Working Meeting on Regional Finances, September 2001	Association Activity Report	January 25, 2002	Hard copy
Trip Report #2 – City of Gresham, Oregon and Kota Bekasi, Indonesia, October 2001	Trip Report	January 25, 2002	Hard copy
Nota Dinas: Laporan menghadiri Koferensi Internasional City/County Management Association 87 <sup>th</sup> Annual Conference dan Kunjungan ke Asosiasi Pemerintah Daerah di Amerika Serikat mulai September–6 Oktober 2001, Farida M.	Trip Report	January 25, 2002	Hard copy
Trip Report: Local Government Support and Partnership Program – Veracruz and Mexico City, Mexico, Jami Sachs	Trip Report	January 25, 2002	Hard copy
Trip Report of 3 <sup>rd</sup> Exchange Program from James Rompas, Bapeda Kota Bitung, March 23, 2002	Trip Report	April 19, 2002	Hard copy
Trip Report of 3 <sup>rd</sup> Exchange Program from Max Lumempouw, Port of Bitung, April 4, 2002	Trip Report	April 19, 2002	Hard copy
Trip Report from City of Santa Clarita, February 2002	Trip Report	April 19, 2002	Hard copy
East Kalimantan Regional Advisor; Draft Report and Recommendation, March 27, 2002	Trip Report	April 19, 2002	Hard copy
Report of Communications and Training Advisor: Prepared by Ann E. Bueche, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Recommendations and Comments on Associations' Newsletters: Prepared by Ann E. Bueche, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Report on Web site design and development technical assistance: prepared by David George, Internet and Technology Advisor, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Trip report #1: Savannah, GA - Yogyakarta, April 2002	Trip Report	May 22, 2002	Hard copy
APPSI's Training Report on League of Oregon Cities (LOC) from Mukhlis Abidi, May 2, 2002	Trip Report	May 22, 2002	Hard copy
APKASI Report on Advocacy Training at League of Oregon Cities (LOC) from Novel Abdul Gofur, May 14, 2002	Trip Report	May 22, 2002	Hard copy
Trip Report on APPSI Working Meeting I for 2002 titled "Evaluation and Internalization of Implementation of Regional Autonomy", Semarang, Hotel Patra Jasa, April 9-11, 2002	Trip Report	May 22, 2002	Hard copy
Trip Report #2 of Kabupaten Bandung, West Java, April 2002	Trip Report	June 12, 2002	Hard copy
Quarterly Report from Partnership Manager East Kalimantan period of April 1–June 31, 2002	Trip Report	June 12, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Trip Report on The Interregional Coordination Project East Kalimantan, Indonesia, May 5-23, 2002.</b>	<b>Trip Report</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Trip Report #3 from City of Gresham, Oregon, USA, June 2002.</b>	<b>Trip Report</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Trip Report #1 from The Houston Area Governments Working Group, Houston, Texas, USA, June 2002.</b>	<b>Trip Report</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Trip Report #2 of Kabupaten Kutai Kertanegara to Washington County, Oregon, July 2002</b>	<b>Trip Report</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>Trip Report #2 of Kota Samarinda to City of Tigard, Oregon, July 2002.</b>	<b>Trip Report</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>Trip Report on CMAG Best Practices Program Training and Exchange, Jakarta July 20-28, 2002.</b>	<b>Trip Report</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>Trip Report June 27-July 12, 2002 of Kabupaten Bitung-Coos Bay, Oregon</b>	<b>Trip Report</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
<b>Trip Report on Double Entry Training Program of Kota Bekasi-City of Gresham, Oregon by Melda Listiwati</b>	<b>Trip Report</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
<b>Trip Report #2 Kota Yogyakarta-City of Savannah, Georgia</b>	<b>Trip Report</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
<b>Report on Database Assistance for Association.</b>	<b>Summary Report</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Municipal Associations, Sources of Revenues by Suzette Denslow.</b>	<b>Summary Report</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
<b>Preliminary Notes and Observations Based on Meeting with APEKSI Executive Director and Staff, August 13, 15, 2002.</b>	<b>Summary Report</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
Letter from APKASI: 5 July 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 29 August 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 7 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from Lori Forman, Assistant Administrator, USAID: 20 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APPSI: 6 December 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter of thanks from APKASI to Amanda Lonsdale for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Letter of thanks from APKASI to Endi Rukmo for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Acknowledgement Message from APPSI regarding IndoVision Connection for SWARA Broadcasts, February 27, 2002	Letter of Appreciation	March 8, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Acknowledgement Message from Kabupaten Bandung regarding Transfer of Computer Equipment and providing e-mail account, March 6, 2002	Letter of Appreciation	March 8, 2002	Hard copy
Note from Walikota Yogyakarta regarding confirmation of City of Savannah visit to Yogyakarta, March 6, 2002	Letter of Appreciation	April 19, 2002	Hard copy
Letter from Bupati Pasir, East Kalimantan on the 3 <sup>rd</sup> Exchange Program in Coquille, Oregon, May 14, 2002	Letter of Appreciation	June 12, 2002	Hard copy
Letter from Mayor Bekasi, West Java on the 4 <sup>th</sup> Exchange Program in City of Gresham, Oregon, June 7, 2002	Letter of Appreciation	June 12, 2002	Hard copy
<b>Invitation Letter from City of Coquille to Bupati Pasir, East Kalimantan on the 4<sup>th</sup> Exchange Program in Coquille, Oregon, June 25, 2002.</b>	<b>Letter of Invitation</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Invitation Letter from City of Dickinson to Mayor Balikpapan, East Kalimantan on the 2<sup>nd</sup> Exchange Program in the Houston Area Governments, Texas, July 8, 2002.</b>	<b>Letter of Invitation</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>Invitation letter from Washington County, Oregon to Bupati Kutai Kertanegara, East Kalimantan on the Exchange Program in Oregon, June 26, 2002.</b>	<b>Letter of Invitation</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
Indovision Connection for SWARA Broadcasts, and equipment Receipt for APEKSI, February 28, 2002	Letter/Receipt	March 8, 2002	Hard copy
Indovision Connection for SWARA Broadcasts, and Equipment Receipt for APKASI, March 4, 2002	Letter/Receipt	March 8, 2002	Hard copy
Indovision Connection for SWARA Broadcasts, and Equipment Receipt for APPSI, February 26, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Bitung and Equipment Receipt, Bitung, March 3, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kabupaten Bandung and Equipment Receipt, Bandung, February 25, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Samarinda and Equipment Receipt, Samarinda, March 4, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kabupaten Kutai Kartanegara and Equipment Receipt, Kutai, February 20, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Yogyakarta and Equipment Receipt, Yogya, March 28, 2002	Letter/Receipt	April 19, 2002	Hard copy
Transfer of Computer Equipment to Kota Bekasi and Equipment Receipt, Bekasi, March 8, 2002	Letter/Receipt	April 19, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
U.S. Embassy letter to Bupati of Kabupaten Bandung; April 18, 2002	Letter	May 22, 2002	Hard copy
Budget and Finance Interim Letter of Agreement	Letter of Agreement	April 19, 2002	Hard copy
PowerPoint Presentation delivered to Georgia State University; September 27, 2001	Presentation	December 14, 2001	Hard copy
Presentation of BIGG-ICMA to DPRD in Kabupaten Bandung; May 3, 2002	Presentation	May 22, 2002	Hard copy
APEKSI Newsletter, November 2001	Newsletter	January 25, 2002	Hard copy
APKASI Newsletter, December 2001	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (draft)	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (revised)	Newsletter	January 25, 2002	Hard copy
APKASI News Letters 'FOKUS' ,Edition II/02/2002	Newsletter	April 19, 2002	Hard copy
<b>Info APPSI, Edition 2, 2002</b>	<b>Newsletter</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>APEKSI News, May 25, 2002.</b>	<b>Newsletter</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>APKASI Fokus Third Edition, August 2002.</b>	<b>Newsletter</b>	<b>August 20, 2002</b>	<b>Hard copy</b>
APEKSI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
APKASI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
<b>Proposed Program to Strengthen the APKASI Proposed for Support by the Partnership for Governance Reform in Indonesia.</b>	<b>Proposal</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>APEKSI Website</b>	<b>Website</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>APEKSI Website, July 2002</b>	<b>Website</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<i>"Jangankan Tebang Kayu, Mancing di Hutan Saja Izin"</i> , Kaltim Post. 2 January 2002	Press Coverage	January 25, 2002	Hard copy
<i>"Tak Ganggu Eksekutif, Sidang Dewan Digelar Malam"</i> , Kaltim Post. 3 January 2002	Press Coverage	January 25, 2002	Hard copy
English translation of Kaltim Post articles	Press Coverage	January 25, 2002	Hard copy
Hare, Wes. <i>"Resource Cities After September 11"</i> , draft article to be submitted to PM Magazine.	Press Coverage	January 25, 2002	Hard copy
<i>"Kaltim Perlu Belajar dari AS"</i> , Kompas, Jakarta , Monday February 18, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"Washington County Team Offers Collaboration with Kutai Kartanegara"</i> Kutai Baru, Saturday February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"USA Drawn to Citra Niaga"</i> Kaltim Times, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"U.S. Cities Management Team Group Looks at Development on Kumala Island"</i> Kutai Baru, Thursday, February 14, 2002	Press Coverage	March 8, 2002	Hard copy
<i>"Delegation from Tigard City and Washington Arrives Today. City Government to be Taught "Double Entry"</i> Samarinda Post, Monday, February 11, 2002	Press Coverage	March 8, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<i>“Partnership Offer by Washington Team Welcomed by Chair of AKB Faction”</i> Kutai Baru, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Partnering of City Governments of Samarinda, Kuker and Tigard City, KALTIM TIMES</i> , Monday, February 18, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Bandung Regency Collaborates with Santa Clarita, Pikiran Rakyat, Friday, February 1, 2002</i>	Press Coverage	March 8, 2002	Hard copy
<i>“Finance Sharing Project Properly Coordinated”</i> Kutai Baru, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“U.S. Delegation Buys Up East Kalimantan Handicrafts”</i> Samarinda, February 2002	Press Coverage	March 8, 2002	Hard copy
<i>“City Governments of Samarinda – Tigard City Partner”</i> Samarinda Post, Tuesday, February 19, 2002	Press Coverage	March 8, 2002	Hard copy
Minister of Home Affairs Mr. Hari Sabarno: Bupati/Walikota Treat Role of Governor’s Lightly, Kompas, April 11, 2002	Press Coverage	April 19, 2002	Hard copy
Governors Recommended Revision to Law 22/1999, Suara Merdeka, April 11, 2002	Press Coverage	April 19, 2002	Hard copy
APKASI: No Problem With Autonomy Law, Republika, Wed, March 6, 2002	Press Coverage	April 19, 2002	Hard copy
Regents show goodwill to amend autonomy law, The Jakarta Post, March 6, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Tukar Pengalaman Soal Kota”</i> , Kompas, Jakarta, Wed, March 20, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Lihat Gendang, Bule pun Bergoyang”</i> Metropolis, Jakarta March 21, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Lalulintas Kota Bogor Semakin Mace”</i> Kompas, Friday, March 22, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Picture on</i> Walikota Jakarta Barat give Souvenir to LOC, Pos Kota, Friday, March 22, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Yogyakarta, Savannah forge Ties”</i> The Jakarta Post, Monday, April 1, 2002	Press Coverage	April 19, 2002	Hard copy
Interview on TV News in Coos Bay, Oregon during the 2 <sup>nd</sup> Exchange, September 2001	Press Coverage	April 19, 2002	CD
Talk Show on TVRI Yogyakarta during the 1 <sup>st</sup> Exchange in Yogyakarta, March 27, 2002	Press Coverage	April 19, 2002	CD
Talk show on TVRI Samarinda - February 2002	Press Coverage	May 22, 2002	CD
Recordings of the 1st exchange in Kutai, February 2002	Press Coverage	May 22, 2002	CD
<i>“District Governments Ready to Correct Local Autonomy”</i> , Kompas, Friday, May 31, 2002	Press Coverage	June 12, 2002	Hard copy
<i>“APKASI Local Autonomy Lau Should be the Umbrella”</i> , Warta Kota, Friday, May 31 2002	Press Coverage	June 12, 2002	Hard copy
<i>“Revision of Autonomy Law Awaits For Constitution Amendment”</i> , Media Indonesia, Friday May 31, 2002	Press Coverage	June 12, 2002	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<i>“Program Pendidikan Berbasis Kebutuhan Masyarakat”</i> , Kompas, Saturday, June 8, 2002	Press Coverage	June 12, 2002	Hard copy
Recorded on City of Santa Clarita, City Council Meeting, May 14, 2002	Press Coverage	June 12, 2002	Cassette
MOU Signing between Kota Yogyakarta and City of Savannah, Georgia, March 28, 2002	Press Coverage	April 19, 2002	CD
<b>“Atasi Krisis Listrik di Pasir”</b> , Kaltim Post, <b>June 8, 2002</b>	<b>Press Coverage</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>“Pemkot Bekasi Jalin Kerjasama dengan Kota Gresham Amerika”</b> , Pos Kota, <b>Wednesday, May 15, 2002.</b>	<b>Press Coverage</b>	<b>July 11, 2002</b>	<b>Hard copy</b>
<b>“Visiting Indonesians Learn About Democracy In Tigard”</b> , The Times, <b>Thursday, July 4, 2002</b>	<b>Press Coverage</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>“Setting Up World’s Largest Democracy”</b> , Hillsboro, <b>Thursday, February 28, 2002.</b>	<b>Press Coverage</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>“Jika diterapkan, 10 Ribu Pegawai Ambil Gaji di Bank”</b> , Kaltim Post, <b>July 27, 2002.</b> <b>“Mereka 200 Tahun, Samarinda Baru 2 Tahun”</b> , Kaltim Post, <b>July 29, 2002.</b>	<b>Press Coverage</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
Mengambil Pengalaman Baik melalui <b>“Program ICMA”</b> ke Amerika Serikat <b>“2003, Pemkot Samarinda (rencanakan) Bayar Gaji Melalui ATM”</b> , <i>Metro Balikpapan</i> , <b>July 25, 2002.</b>	<b>Press Coverage</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>“Samarinda Ketinggalan 2 Abad Dari Kota Tigard, AS”</b> , <i>Metro Balikpapan</i> , <b>July 26, 2002.</b>	<b>Press Coverage</b>	<b>July 30, 2002</b>	<b>Hard copy</b>
<b>Savannah Government Channel 8, Indonesia Delegation Video’s, July 2002.</b>	<b>Press Coverage</b>	<b>July 30, 2002</b>	<b>CD</b>
U.S Embassy Press Release “Welcomes Yogyakarta and Savannah, Georgia as Resource Cities, March 27, 2002	Press Release	April 19, 2002	Hard copy
Selected Pictures of 2 <sup>nd</sup> exchange trip to Coos Bay (Indonesian partner: Bitung), November 2001	Photos	January 25, 2002	Hard copy
Selected Pictures of 2 <sup>nd</sup> Exchange Trip Kota Bekasi and City of Gresham Partnership Program, Gresham October 8 to 12, 2001	Photos	March 8, 2002	Hard copy
Selected Picture of Signing Memorandum of Understanding between ICMA/USAID and Kota Yogyakarta January 17, 2001	Photos	March 8, 2002	Hard copy
Trip Picture #1 of Kabupaten Bandung and City of Santa Clarita, February 2002	Photos	April 19, 2002	Hard copy
Trip Picture #1 of Yogyakarta and City of Savannah, March 2002	Photos	April 19, 2002	Hard copy
Pictures taken from Web site and Internet-based technologies presentation, Jakarta April 23, 2002	Photos	May 22, 2002	Hard copy



<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Speech on “Global Solutions to Local Challenges: Yogyakarta and Savannah, Georgia come together as “Resource Cities” by U.S. Ambassador Ralph L. Boyce, Yogyakarta, Thurs, March 28, 2002	Speech	April 19, 2002	Hard copy

## **Annex 4: Abbreviations and Terminology**

## Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LAN	Local Area Network
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
PCC	Portland Community College
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute